



Department of Energy

Washington, DC 20585

JUL 17 2006

MEMORANDUM TO HEADS OF DEPARTMENTAL ELEMENTS

FROM:

INGRID KOLB
DIRECTOR
OFFICE OF MANAGEMENT

SUBJECT:

Improvements to the Departmental Directives Program

As discussed at the January Management Council meeting and detailed in my March 27, 2006, memorandum (attached), we have developed new procedures to improve the overall efficiency and effectiveness of the Departmental Directives Program. We are now ready to begin implementation.

The Directives program now includes: **One programmatic "position"** on all directives (comments on directives must reflect the unified position of your organization and be forwarded under your signature or that of your senior level designee for consideration); a **Justification Memorandum** (submitted under your signature, prior to the development or revision of a directive with concurrence from MA-1, clearly identifying the purpose, associated cost and impact of a proposed directive); a **DOE Directives Master Schedule**; a **multi-track system** to achieve overall reduction in cycle time; an improved **Impasse Process** (to more expeditiously resolve disputes); a **Review and Certification Process** (to address the Department's aging directives); **Mandatory training**; and creation of a **Feedback Loop** (for best practices/lessons learned/proposing new processes, procedures, or changes in requirements).

These changes will be effective immediately. We will be working with your organization's directives points of contact, as well as posting additional information on the Directives website (<http://www.directives.doe.gov/>).

If you have questions, please contact Brian Costlow at 202-586-5710.

Attachment

cc: Deputy Secretary Sell



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Washington, DC 20585

MAR 27 2006

MEMORANDUM TO HEADS OF DEPARTMENTAL ELEMENTS

FROM:

INGRID KOLB

DIRECTOR

OFFICE OF MANAGEMENT

SUBJECT:

Improvements to the Departmental Directives Program

As discussed at last month's Management Council meeting, I plan to move forward with the proposed improvements to the Departmental Directives Program. I want to thank you for your support and comments. After incorporating many of your suggestions we will:

- Reduce cycle time. Based on feedback from the meeting, we have established four tracks for processing directives based on their level of complexity. Track 1, which involves a 30-day processing period, is intended for Policies or Notices. (Notices that are urgent or short-term in nature). Tracks 2 and 3 involve a 60-day or 90-day processing period, depending on the complexity of the document and are intended for Policies, Orders, Notices, Manuals or Guides. Track 4 includes a 120-day processing period and is reserved for complex Manuals or Guides. (See attached for more details).
- Implement a pre-approval process requiring a justification memorandum. Before initiating the development or revision of a directive, the head of a departmental element will submit to the Director, Office of Management a memorandum explaining the compelling need for the proposed directive. The memorandum should include a justification for the directive, a description of requirements the proposed directive would impose, and on whom and an analysis of the cost implications for implementation. The memorandum will be coordinated with the Office of the General Counsel to ensure that any relevant legal issues are addressed. This process will ensure the need for a directive before resources are devoted to its development and that unnecessary requirements are not imposed upon the Department and its contractors.
- Implement an expedited impasse process. A more rigorous impasse process will be used to resolve major issues in a timely manner. This will include bringing the differing parties together to address issues and raising unresolved issues to senior officials more quickly.
- Ensure Secretarial Officer involvement. Comments on directives must be concurred upon by the Secretarial Officer or his/her senior level designee and must reflect the unified position of the organization.



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- Implement a four-year certification process. Departmental elements will certify the accuracy and the continued relevance of directives every four years as opposed to every two years as is currently required.
- Institutes performance tracking. The Office of Management will report to the Deputy Secretary and Under Secretaries each month on the average time of processing directives.
- Provide mandatory training. Training will be provided to the directives points of contact and directives writers to develop an understanding of the new process.

With regard to the Policy, Order and Manual on Directives Program, which are currently in the RevCom system for revision, the Office of Management has received over 1,075 comments. We will revise these documents and will post a courtesy redline version on the RevCom website while simultaneously obtaining final approval from the Secretary.

If you have any questions about this initiative, please contact Brian Costlow at 202-586-5710

Attachment

cc: Deputy Secretary Sell

Departmental Directives Program
Directives Tracks

Track Type	Track 1	Track 2	Track 3	Track 4
Type of Directive	Policy or Notice	Policy, Order or Notice	Order, Manual or Guide	Manual or Guide
Process Time	30 days, 45 days with Impasse Process	60 days, 75 days with Impasse Process	90 days, 105 days with Impasse Process	120 days, 135 days with Impasse Process
Criteria	<p>The Directive:</p> <p>(1) is accompanied by supporting documentation i.e., direction from Secretary, change in laws, regulation, etc., and</p> <p>(2) is 2 – 5 pages in length</p>	<p>The Directive:</p> <p>(1) is a limited revision to a current directive,</p> <p>(2) does not contain complex issues, and</p> <p>(3) is between 6 and 20 pages in length.</p>	<p>The Directive:</p> <p>(1) is new, or</p> <p>(2) an extensive revision, and</p> <p>(3) there are complex issues.</p>	<p>The Directive:</p> <p>(1) is new, or</p> <p>(2) an extensive revision.</p>